



INTEROFFICE MEMORANDUM

To: R. Pecoraro

From: S. J. Fay

Date: 1-14-80

CC:

Subject: JOB DESCRIPTION COMMENTS - PROJECT MANAGER
PROJECT ENGINEER

- REF: 7.1 - Due to responsibilities assigned to Project Managers and Engineers, as listed below, they are generally chosen by the Executive Staff or Committee and report to the Senior Officer of Engineering (Vice President) or the President, with status reports to each major discipline (Controller, Software Engineer, Hardware Engineer, Marketing, V.P., etc.). Project Engineers have a dominant role in establishing project objectives from inception to completion and therefore need decision making authority that is not controlled by any one single facet represented in the project.
- 7.2 (8.2) Agreed
- 7.3 (8.3) Basic Function: Define, plan, implement, control and complete selected projects that adhere to: (1) Technical Requirement, (2) Time Schedule, (3) Budgeted Cost.
- 7.4 (8.4) Duties:
- (1) Status and Progress Reports must go to all necessary individuals directly from Project Engineers or Manager. I.E. - updates to person or persons authorizing new product (President, Marketing V.P.).
 - (2) thru (5) Agreed
 - (6) Approval from whom (Requesting Dept.?). Implement (with what authority?).
 - (7) Agreed
 - (8) Refer extensive cost decisions to committee including Controller, Market Rep, Engr. Rep, and Project Engineer (Manager).
 - (9) Latitude to act as necessary for successful completion of project.
 - (10) Special assignments? Liaison, value, Engr., ECN implementation, etc.?
- REF: 8.4 Duties and Responsibilities
- (1) Agree with all duties and responsibilities.

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CONCLUSION:

When an individual is selected as Project Engineer and charged with the responsibility of achieving program objectives he must be provided the latitude and authority to carry out these responsibilities.

(A) Some common areas of decision making authority for typical Project Engineers (Managers) are as follows:

(1) Technical

- (a) Directing Design approach.
- (b) Selecting subsystems and components.
- (c) Identifying tests and scope of documents.

(2) Commercial

- (a) Make or buy decisions.
- (b) Selecting (recommending) vendors and subcontractors and liaison with such.

(3) Administrative

- (a) Assigning tasks to affected disciplines.
- (b) Scheduling personnel, equipment, or other resources to insure project completion and success.

(4) Monetary

- (a) Determination of budget expenditure.
- (b) Authority for emergency procurement during crisis.

(B) The Project Manager (Engineer) must disseminate information across many departments as to design specifications and or change information. His communication must be clear and concise and brought to affected departments on a timely basis.